

17/62
16 February 1962

MEMORANDUM TO: Ch/IB/PAD
FROM: Ch/PAD
SUBJECT: Comments on IB Operations

1. Events of the past few weeks, which we have discussed verbally, and data submitted in report form from IB, call for written comment in order to make the Division stand clear and to avoid any further misunderstanding.

2. Reference: your report for January 1962, dated 9 February 1962.

Para IX. General Remarks

A. CIA/ANS Map Program

Your feelings regarding the cancellation of your part in this program may be justifiable but, it appears that you completely close the door on the opinion of others, including the requestor. Numerous meetings have been held with ORR personnel concerning this project dating from December 1960, most of which you have attended. While we may not see eye to eye with the requestor it is difficult for me to accept such statements from you as "PAD/IB proved that, beyond question, intelligence target information can be annotated on maps more accurately, completely, and efficiently by trained photo interpreters. It is extremely disappointing and discouraging, indeed it is inexcusable, unpardonable and almost criminal to cancel the photo interpreter's contribution.... "A map program of such importance to the entire intelligence community should not be permitted to remain inferior, just to satisfy the apparent political ambitions of ORR." I also wish to assure you that the Director, NPIC, has been kept informed as to the developments on this project from receipt of the initial requirement in Jan. 1961, up to and including your branch report for Jan. 1962.

Exception is also taken to paragraphs B, C, and D of your report as follows:

Para. B: In checking into the "requirements for PI information" submitted by OCR/IR personnel directly to Dino Brugioni I am satisfied that such traffic has been minor, and the answers returned IR even bordering on technical PI data were written by photo interpreters.

Para. C: The implication here is exactly 180° from the situation I have talked about directly with you dating from your assignment as Acting IB Chief in October, 1961. It has been emphasized to you on several occasions:

1. That IB is recognized as a small branch with great promise of growth.
2. That for several years we have had to neglect general industrial PI due to lack of personnel and the required application of most effort to priority one items.
3. That IB cannot be allocated a T. O. as large as MEB, GMB, etc. in anticipation of requirements.
4. That the T. O. of the IB may be added to as it is demonstrated industrial PI capability is developed and the need exists.
5. That you were asked and expected to promote working relations with Agency industrial analysts--to exercise discretion in accepting requirements so as not to require the use of all IB personnel on one project to the detriment of the development of varied industrial PI capabilities.

In other words you were directed to utilize the personnel assigned to IB to build up our industrial PI capability--that personnel would be added as you demonstrated your ability to develop capabilities--that it was not to be approached from the viewpoint that "they will submit 25 to 50 requirements as soon as I give them some assurance that I have the personnel to handle them."

Para. D: As commented on, Para. C above, you have been told that "increasing the personnel requirements and the status of the Industrial Branch" will be largely dependent on your direction of and development of a growing, sought after, industrial P. I. capability. That the T. O. will be augmented as in the case of other PAD branches--as the capability of the branch grows through its own endeavor. Any branch here could ask for and receive many times the requirements it could handle. This alone is not justification for adding personnel.

Do not continue to tell me that you don't have time to direct the development of special industrial PI capabilities. This was an old, old story on aircraft and airfields; I'm hoping it will not be on Electric Power, etc.

3. Another matter which we have discussed verbally merits emphasis by written presentation. Project C 431-61 (DDI/RR/E/[redacted]) was badly bungled and will certainly do nothing to promote working relations with ORR. I was not kept advised on this project and to date no memo has been forthcoming from IB indicating cancellation and the reason therefor. You are directed to immediately prepare a memo back to the requestor. In the future no project will

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be just dropped, cancelled, etc., without a covering memo from the responsible Branch to the requestor. If you are having difficulty in meeting a request and cannot handle the matter at branch level it should go without saying that you should bring the matter directly to my attention. I learned of this default on our part by being invited to the office of the Ch/DGG. This is inexcusable.

4. In October 1961 when PAD was reorganized and personnel responsibilities reassigned, you asked for certain changes which were granted, e.g.:

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A. The retention of [redacted]

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B. The move of [redacted] to GMB.

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C. The assignment of Transportation to IB rather than GMB.

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At that time, and again as recently as 29 January, in discussing [redacted] letter cancelling IB's contribution to the CIA/AMS program, my stand should have been made clear to you. In fact, on 29 January, I purposely asked your deputy [redacted] to sit in on our discussions because of the feeling that the Division desires and hopes for IB development may not have been passed on down by you. As discussed at that time was the desire of the Division for IB to effect the assignment of industrial subjects to branch personnel in which they should develop a primary and secondary capability. That it was my desire that areas in which we are particularly weak, i.e., Electric Power, must be developed hopefully to the point of the best capability in the community. That in this way PAD could better discharge its duties and IB would be sought out by requestors for its capability to assist in industrial analysis problems.

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6. By 1 March you are directed to submit in writing to me your assignment of primary and secondary industrial PI responsibility to each man in your branch. Of course you will be expected, with the limited number of branch personnel, to assign industrial specialization responsibility on the basis of your considered judgment and knowledge as a branch chief, allowing for the capabilities that must be developed first, the second echelon of capabilities to be developed as your fiscal '62 T. O. is filled, and what you consider an increased fiscal '63 Industrial Branch T. O. should provide for.

7. By 15 March you will arrange a briefing for Chief/PAD to cover a presentation by you of each man in your branch as to what he understands his specific assignments are, what he is doing to improve his capabilities in his primary and secondary assignments, what he plans to do, etc.

8. In closing I would like to record several bits of advice which have previously been offered to you verbally, and that are of particular importance in supervisory positions:

A. Your general attitude toward your work, your associates, BAD, NPIC, etc, can be of credit or discredit to you and will be reflected in the attitude of your branch personnel.

B. The ability to adapt, to work as part of a larger team effort, to recognize the capability of others, to not feel that everyone else is out of step may make the difference between success or failure.

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Received and read by

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Date